

Press Release / Analysis

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Survey: Leaders are more concerned with a new organisational set up than with hiring new people

We have performed the most extensive analysis of human capital worldwide. 10,000 business leaders from 140 countries including the Czech Republic took part in the survey.

Prague, 2 March – Although the level of unemployment in the Czech Republic is low and there is talk of recruitment problems, finding new employees is not the main priority. At the forefront is the question of how a company should work as a whole. The key factor is employees' positive experience in working for specific firms. These are the results of the 2017 Global Human Capital Trends survey where Deloitte examined, for the fifth time, what organisations struggle with in the area of human capital.

"More than 10,000 business and HR leaders from 140 countries participated in the survey this year; it was also the first time there was a sufficient number of respondents from the Czech Republic, so we could compare the situation on the Czech market with other countries," explains Evžen Korděňko, Director of Deloitte's Consulting function, adding: "Trends on the Czech job market follow the global ones to a large extent. The most marked difference is the development of leadership, which is perceived more strongly here."

New organisation, new career

The research showed that the topics that companies are currently concerned with the most are the organisational structure of the future, recruitment and development of employees connected with the new conception of career. In practice, this means that organisations need to focus more on team work, react faster to market changes and change the methods of employee development.

Companies managed in this new manner naturally require different styles of leadership. Consequently, the topic of leadership is implicitly included in the trend of new organisation for the 21st century. No wonder – the increasing retirement age means that people in the job market today can expect a career of up to 60 years. New education models therefore have to react to a completely different conception of career.

"In recruitment, companies nowadays have to capture people's interest before they have even noticed a specific job offer. This is done through the companies' value offer, which does include money and benefits, but also the working environment, a friendly boss or the possibility to try out several positions in the same company over the course of your career," explains Martina Zapletalová, a manager in Deloitte's Consulting Function.

Employee experience as a way to stand out in the job market

While it used to be career advancement that was important, what matters now is what it is like to work for the company: positive experience, meaningfulness of the work and a working environment where people feel good. If such an environment encourages innovation, cooperation and employee development, the company can be assured of success.

"Employee experience is a key factor of successful recruitment. It influences the extent to which people are willing to put in a good word and how they talk about their employer," says Ondřej Čapka, senior consultant in Deloitte's Consulting function.

Thanks to social networks, a company's good or bad name then spreads very quickly among potential job applicants. And companies are well aware of the related risks, although those in the Czech Republic are less ready for them than those abroad. However, employee experience does not concern merely satisfaction. It is also a tool for increasing performance, supporting innovation, development and employer attractiveness in the job market and even a way to stand out at a time of shortage of quality applicants.

HR topics are becoming part of business strategy

The struggle for a sufficient amount of qualified and talented people is just as critical as the struggle for customers. Companies have to change their ways of thinking and of ensuring leadership, motivation and engagement of employees in order to get and retain 21st century talent. Otherwise, they run the risk of failure.

"A key topic is how a firm should work as a whole. Real HR professionals should help the company build a new organisation that is simply irresistible for talented people, allows them to organise themselves within team networks and to focus on work without unnecessary procedural and administrative obstacles, making use of everyone's potential," remarks Evžen Korděnko.

"On the other hand, while many jobs are being reinvented through technology and some tasks are being automated, the research shows that the essentially human aspects of work – such as empathy, communication, and problem solving – are becoming more important than ever," says Martina Zapletalová.

Main conclusion of the study in figures:

- 87% of respondents in the Czech Republic perceive setting a new method of functioning of the organisation as necessary.
- 82% of Czech survey participants consider the revolution in the way talented people are hired as an important trend.
- 82% of Czech respondents find the development of leadership for the digital age important; the same percentage think it is also important to create a dynamic environment encouraging development and a flexible career.
- Only 23% of survey participants worldwide state that their firm has an integrated strategy focused on employee experience.

About the “2017 Global Human Capital Trends” survey

For the fifth year running, Deloitte’s survey examined trends in the area of human capital. More than 10,000 business and HR directors from 140 countries including the Czech Republic participated in the survey. This year’s issue is therefore the most extensive and largest survey in the five years that the study has been published. [Download its full text.](#)

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